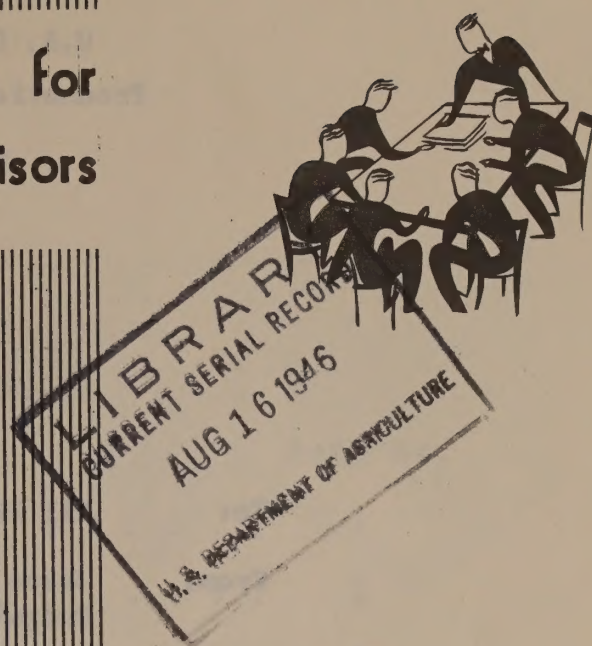


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**Position Training Guide No. 1 for
First and Second Line Supervisors**



SUPERVISORY TRAINING GUIDE

PREPARED BY A COMMITTEE OF SUPERVISORS
IN COOPERATION WITH THE PERSONNEL DIVISION
PRODUCTION AND MARKETING ADMINISTRATION
USDA

U.S. DEPARTMENT OF AGRICULTURE
Production & Marketing Administration
Washington 25, D.C.

To: All PMA Supervisors

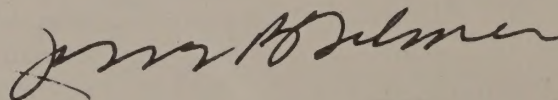
From: Jesse B. Gilmer, Director
Budget and Management Branch

Subject: Improving Supervision

This Supervisory Training Guide has been prepared in recognition of the responsibility placed on supervisors for carrying out the programs and policies of the Administration. The degree of success achieved by our Administration depends to a large extent on the quality of its supervision.

Supervisors have already shown their interest in improvement and advancement. As our organization develops and progresses, it is important that our supervisors continue their interest in doing better supervisory jobs. This Training Guide has been developed and recommended by a committee of our own PMA supervisors.

The Training Activities suggested fall into three categories: (1) Those the individual supervisor can do through self-improvement, (2) Those that may be done with the aid and instruction of his ranking supervisor, and (3) Training activities that may require the help of specialists.



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SUPPLEMENTAL INFORMATION

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EFFICIENCY RATING WORK SHEET

SELECTING EMPLOYEES



IN GOVERNMENT, THE RESPONSIBILITY TO SELECT EMPLOYEES VARIES AT THE DIFFERENT SUPERVISORY LEVELS. WHATEVER THE DEGREE OF RESPONSIBILITY, EMPLOYMENT SHOULD BE CONSIDERED THE INITIAL OPPORTUNITY TOWARDS EFFICIENT OPERATIONS.

Suggested Training Activity

Ranking Supervisor

1. Review with supervisor the duties involved in positions to be filled.
2. In collaboration with Personnel Division and other officials, establish qualification requirements for all positions.
3. Provide supervisor with approved qualifications for all positions.
4. Give supervisors pointers on the interview, considering such elements as employee's personality traits, reasons for employee's leaving last employment, reasons for wanting particular job, etc.
5. Until supervisor has demonstrated selection ability, screen applicants very closely.
6. Counsel with supervisor in final selection. Be sure the selectee's qualifications are neither too far below nor too high above the job requirements.

Supervisor

1. Maintain current job list of each employee.
2. Outline qualifications needed by an employee to perform this job satisfactorily. Pass them on to your supervisor for use in the establishment of work requirements.
3. Before considering applicants, carefully review the job duties and qualification requirements for the vacancy.
4. Review application and discuss with supervisor.
5. Interview applicants, carefully observing tips of superior.
6. Evaluate findings and present conclusions to supervisor.

ORIENTING NEW EMPLOYEES



THE EFFECTIVENESS AND SPEED WITH WHICH THE NEW EMPLOYEE IS FAMILIARIZED WITH THE PROGRAM AND HIS JOB, IN THE LONG RUN, MAY SPELL THE DIFFERENCE BETWEEN SUCCESS AND FAILURE OF SOME PHASE OF THE ADMINISTRATION'S WORK.

Suggested Training Activity

Ranking Supervisor

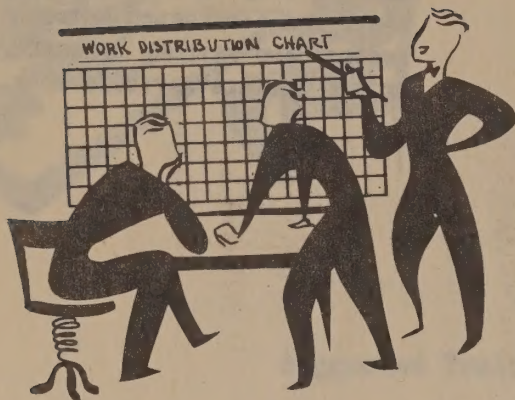
1. Provide supervisors with material that will acquaint them with the organization and its programs.
2. In conference with supervisors, outline orientation activities which will include such things as group meetings, employee conferences, office tours, review of printed materials, personal needs of new employees.
3. Have supervisors observe orientation activities of outstanding supervisors.
4. Observe supervisors occasionally as they conduct orientation conferences, interviews, tours, etc.
5. Point out needs for further orientation as they become evident.

Supervisor

1. Brush up on the objectives and policies of the Administration.
2. Attend Departmental and Administration orientation meetings and learn to what extent help is being given in orientation, and to be able to interest employees in attending meetings.
3. Review employee's job description and determine its relationship to the functional statements of the Bureau, Branch and other related Units.
4. Conduct orientation activities with each new employee and discuss results with supervisor.
5. To determine how well orientation was done, be alert for evidence of further needs.

PLANNING AND LAYING OUT WORK ASSIGNMENTS

PLANNING THE WORK OF A UNIT MUST TAKE INTO ACCOUNT THE TOTAL WORK LOAD, WHEN IT MUST BE DONE AND WHO CAN DO IT MOST EFFECTIVELY AND ECONOMICALLY.



Suggested Training Activity

Ranking Supervisor

1. Make a complete presentation of each program or project to Supervisor. Interpret policy, lay down "must" procedure, set schedules and agree on the frequency and kinds of reports.
2. Illustrate to supervisor how to lay out assignments on work distribution chart.
3. Provide needed directions for securing execution of procedures.
4. Instruct supervisor in both JMT and work simplification.

Supervisor

1. Make a careful study of each program. Get a clear understanding of procedure.
2. With aid of ranking supervisor, determine personnel to be assigned to procedures. Use work distribution chart.
3. Prepare or secure instructions for guiding employees in executing their part of the program.
4. Apply simplification method to work procedures.

TRAINING EMPLOYEES

THE SUPERVISOR IS RESPONSIBLE FOR SEEING THAT EACH EMPLOYEE IS ADEQUATELY TRAINED. EMPLOYEES CANNOT BE EXPECTED TO PERFORM THEIR DUTIES UNLESS A REASONABLE AMOUNT OF EFFECTIVE TRAINING HAS BEEN GIVEN.



Suggested Training Activity

Ranking Supervisor

1. Determine the supervisor's ability to perform the jobs he is to supervise.
2. Provide the amount of job training needed, using good training methods.
3. Arrange through the Personnel Division for Supervisors to take a JIT (Job Instruction Training) course.
4. Guide supervisor in making training plans.
5. Review individual training plans of representative employees with supervisor.
6. Make periodic reviews of work progress with each supervisor.

Supervisor

1. Review job lists of each position supervised. Take steps to acquire a working knowledge of each position.
2. Spot training needs by comparing production records of employees with a "reasonable day's work."
3. Take 10-hour JIT course. Learning to use recognized 4-step instruction approach. Make job breakdowns of all jobs in unit.
4. Develop and carry out an individual training program with each employee.
5. Keep production records as a check on training results. Submit to superior for review and suggestions.
6. When superior visits shop, invite him to make suggestions for improvement.

EVALUATING WORK



EVALUATE THE WORK OF EACH EMPLOYEE AND
KEEP HIM INFORMED.

Suggested Training Activity

Ranking Supervisor

1. See that supervisor is familiarized with job quality requirements--if none established, aid supervisor in developing them.
2. See that supervisor becomes familiar with the quantity standards of a "day's work"--if no quantity standards have been established, develop them.
3. Attend efficiency rating training meetings and conduct staff conferences to familiarize supervisors with efficiency ratings.
4. Conduct an efficiency rating interview with each supervisor concerning his own rating.
5. From a study of ratings, point out evident training needs and suggest type of training needed for work improvement.
6. Keep supervisors aware that employees are rated on a full year's work and not just the month during which the ratings are given.

Supervisor

1. Become fully acquainted with the quality requirements of each job. If none have been established, set up tentative requirements and check with superior.
2. Become acquainted with what is considered a good day's work for each employee or if schedules have not been determined, set up a tentative "day's work" and check with superior.
3. Become thoroughly familiar with all the factors involved in making efficiency ratings serve as an aid in supervision.
4. Conduct interview with each employee explaining elements on which he is to be rated. Use Form AD-510 as an aid.
5. Provide training needed by employees.
6. Talk to employees at appropriate times during the year about elements on which they will be rated, things in which they need to improve, etc. Assure them their ratings will be an honest evaluation of their year's performance.

HANDLING EMPLOYEE RELATIONS



EMPLOYEE MORALE IS THE REFLECTION OF THE SUM TOTAL OF SUPERVISION PLUS THE OFF-THE-JOB INFLUENCES. IT MAY NOT BE OFTEN THAT OFF-THE-JOB INFLUENCES CAN BE IMPROVED, BUT IT IS THE SUPERVISOR'S RESPONSIBILITY TO MAINTAIN A GOOD WORKING ATMOSPHERE ON THE JOB.

Suggested Training Activity

Ranking Supervisor

1. Discuss with supervisor, situations that need careful attention.
2. Discuss cases that have been completed and point out proper approach at their solution.
3. Have supervisor take Job Relations Training.
4. When reviewing a morale case with supervisor, review carefully the methods used in securing facts.
5. Review production records and other evidence, and point out to new supervisor how to give recognition to those deserving it.
6. Demonstrate how to inform employees of changes by always practicing this principle with supervisors.

Supervisor

1. Go to Personnel Division and carefully review the Personnel record of each employee for further information.
2. Discuss questions about employee with superior.
3. Request superior for training in JRT.
4. In contacts with employees, let each know how he is getting along. Observe reactions of the employees with a view of improving approach.
5. When production records or other evidence points out that an employee has done outstanding work, give him credit.
6. Follow superior's suggestion in telling an employee in advance about changes that will affect him.

HANDLING EMPLOYEE RELATIONS (Continued)

Suggested Training Activity

Ranking Supervisor

Supervisor

- | | |
|--|---|
| 7. In staff conferences discuss ways of making the best use of employee's ability. Illustrate with example in the organization. | 7. Review qualifications of own employees and determine if any of them have valuable abilities that are not being used. If adjustments cannot be made within your unit, do not stand in the employee's way. |
| 8. Point out to supervisor the need for training in the skills of Supervision. Assign certain references to a supervisor to study for the purpose of leading a staff discussion. | 8. Take an active part in Staff Supervisory Training Conferences. |
| 9. Discuss with supervisors the actions which require discipline. | 9. Make out a list of actions that require discipline such as: tardiness, quitting early, prolonged absence from work, intoxication, hangovers, stealing, etc. |
| 10. Explain to supervisor how far he can go on his own corrective action and discuss appropriate methods for him to employ. | 10. Discuss appropriate corrective measure for specific cases with ranking superior. |
| 11. For cases that obviously must go to higher authorities for solution, give supervisor complete information on his part of the process. | 11. Review with superior specific measures that you should take on cases requiring disciplinary action beyond the supervisory level. |
| 12. Discuss with supervisor the danger of making reprimand. | 12. Read supervisory reference on maintaining of discipline. |

EMPLOYEE WELFARE AND SAFETY



EMPLOYEE WELFARE AND SAFETY ARE NOT THINGS APART, BUT ARE INTERWOVEN WITH ALMOST EVERY ACTIVITY. THEY ARE RESPONSIBILITIES OF THE SUPERVISOR WHILE HIS EMPLOYEES ARE ON THE JOB.

Suggested Training Activity

Ranking Supervisor

1. Conduct staff conferences to acquaint supervisors with procedure followed in reporting accidents.
2. Secure Safety Pamphlets from Personnel Division and discuss with supervisors. Distribute pamphlets for adequate unit coverage.
3. Make Safety Films available for supervisors.
4. Conduct Staff Meetings with supervisors, discussing such subjects as:
 - A. Welfare Loans, B. Credit Union Membership, C. Salary Loans,
 - D. Public Health Service, E. Leave.

Supervisor

1. Study shop carefully, correcting safety hazards and report to superior those which you cannot eliminate and those which you have no authority to correct. When accidents occur, see that employee receives treatment as soon as possible. Aid in getting proper compensation forms filled out. Forward immediately to the Personnel Division.
2. Study Safety Pamphlets and instruct employees on safety hazards which exist in their jobs.
3. Review Safety Films securing additional information for Safety Instruction--where situations warrant, make films available to employees.
4. In individual conference with employee analyze his personal problem and get him to discuss alternative solutions. Refer him to a Personnel Counselor if deemed necessary.

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SELECTING
EMPLOYEES

ORIENTING
EMPLOYEES

PLANNING AND LAYING OUT
WORK ASSIGNMENTS

TRAINING
EMPLOYEES

EVALUATING
WORK

HANDLING
EMPLOYEE RELATIONS

MAINTAINING EMPLOYEE
SAFETY AND WELFARE

SUPERVISORY
TRAINING

SELECTED REFERENCES

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1. USDA HANDBOOK (MISCELLANEOUS PUBLICATION NO. 532)
2. SUGGESTIONS TO SUPERVISORS
3. OFF TO A GOOD START -- SCRIPT AND SLIDE-FILM
THIS SCRIPT CAN BE USED WITH OR WITHOUT THE SLIDE-FILM.
4. HOW TO DO MORE WORK EASIER
5. A GUIDE FOR IMPROVEMENT OF SUPERVISION
6. THUMB NAIL SKETCH OF CONFERENCE PROCEDURE
7. MANAGEMENT AND SUPERVISION
8. TRAINING YOUR EMPLOYEES

* THESE PUBLICATIONS WERE PREPARED BY THE DIVISION OF TRAINING, OFFICE OF PERSONNEL, USDA. COPIES CAN BE OBTAINED BY CALLING THE TRAINING SECTION OF THE PRODUCTION AND MARKETING ADMINISTRATION, EXTENSION 6223.

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ISSUE CERTIFICATES CLASS 127A	114	REVIEWING PRELIMINARY RECOMMENDATIONS FOR POLICY CONFORMANCE. FINAL REVIEWING AND SIGNING OF RECOMMENDATIONS	17	CHECKING DRAFTS FOR FORM CHECKING FINAL STATE- MENTS FOR FORM.	6	DICTATING ACKNOWLEDGE- MENTS SIGNING ACKNOWLEDGE- MENTS.	15	6
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FORM AD-510

3-9-45

U.S. DEPARTMENT OF AGRICULTURE

EFFICIENCY RATING WORK SHEET

CODE FOR MARKS:

✓ ADEQUATE

- WEAK

+ OUTSTANDING

DUTIES IN ORDER OF IMPORTANCE

NAME

Jack S. Green

SERVICE & GRADE

CAF-7

POSITION

Administrative Assistant

Correlates work of
Washington & Field
Assists in establishment
of sub-allotments
Controls sub-allotments
Secures equipment &
supplies for Branch
Assists in Branch
Preparation
Justifies in Budget
additional requests for
Issues requests for
the Field
All other

MARKS

NO.

RATING ELEMENTS

✓	3	Skill in application of techniques pro	✓	✓	✓	✓	✓	✓	✓	✓	
✓	5	Attention to broad phases of assign.	✓	✓	✓		✓	✓	-		
✓	6	Attention to pertinent details	✓	✓	✓	✓	✓	✓	-	✓	
✓	9	Accuracy of judgement & decisions	✓	✓	✓	+	✓	✓	-	✓	
✓	10	Effect in presenting ideas or facts	✓	✓	✓		✓	✓	-	✓	
+	11	Industry	✓	+	✓	+	+	+	✓		
+	15	Effect in meeting & dealing with others		+	+	+	+	+			
+	16	Cooperativeness		+	+	+	+	+			
✓	19	Dependability	✓	✓	✓	+	✓	✓	-	✓	

Underlined elements - ✓ 2 + 1

All other elements - ✓ 4 + 2

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ual marks on the right and not by any mathematical procedure.

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